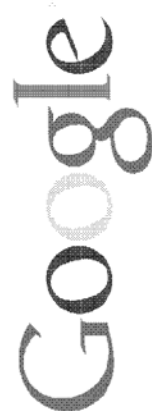


# **EXHIBIT 25**

## **PUBLIC VERSION**



# Compensation Overview

Understanding and Selling Google Compensation

# Agenda

Google

- Introduction
- Google's Compensation Philosophy
- The Elements of New Hire Compensation
- Proposing New Hire Compensation
- How to Sell Compensation Packages to Candidates
- Questions

# Introduction

Google

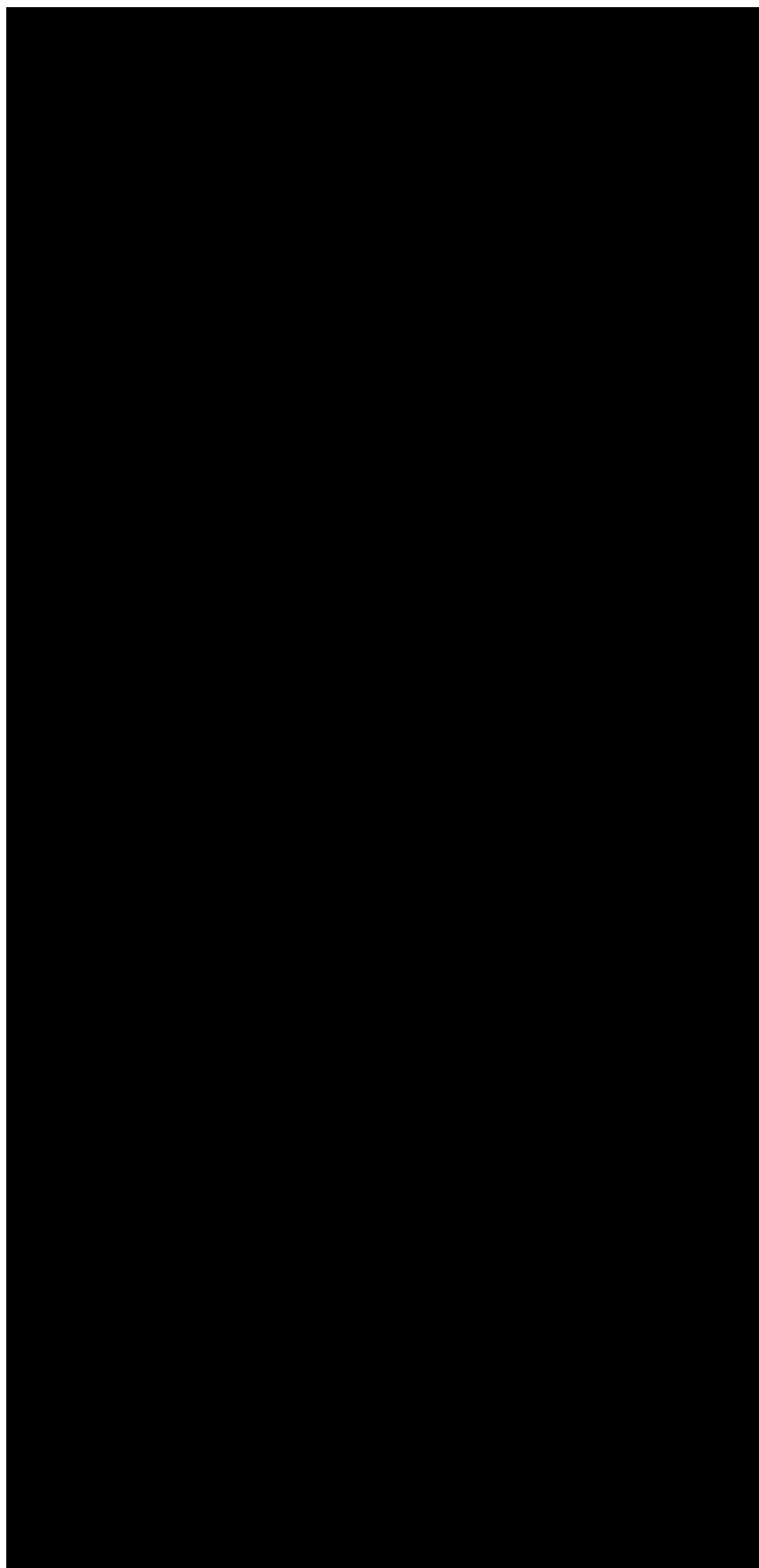
- The goal is to better understand:
  - Google's compensation philosophy and how it maps to proposed compensation for new hires
  - The elements of new hire compensation
  - The Compensation team's involvement in the hiring/offer review process
  - What compensation-related questions to ask candidates
  - How to sell compensation packages to candidates
  - Compensation tools

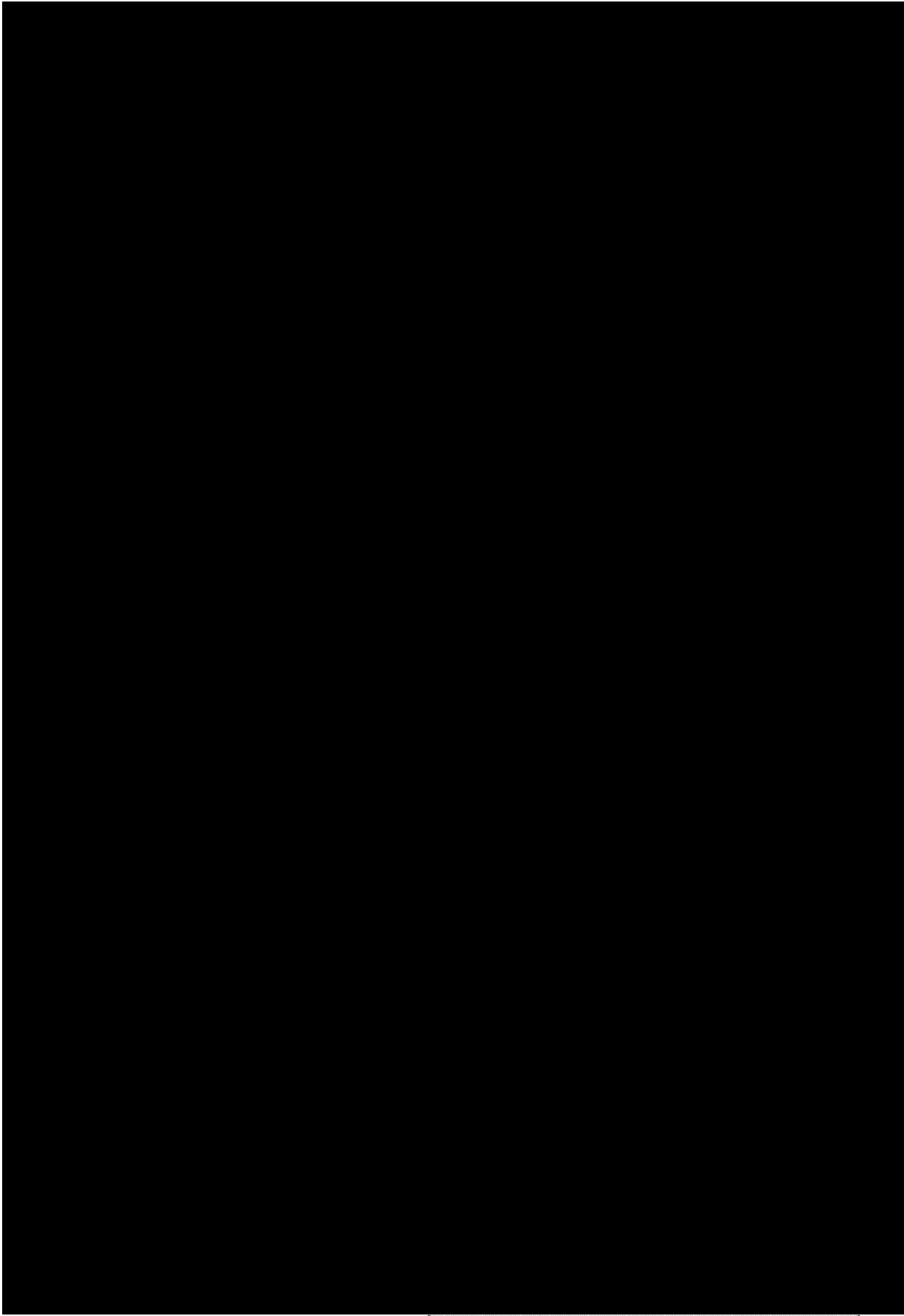
# Google's Compensation Philosophy



# Google's Compensation Philosophy

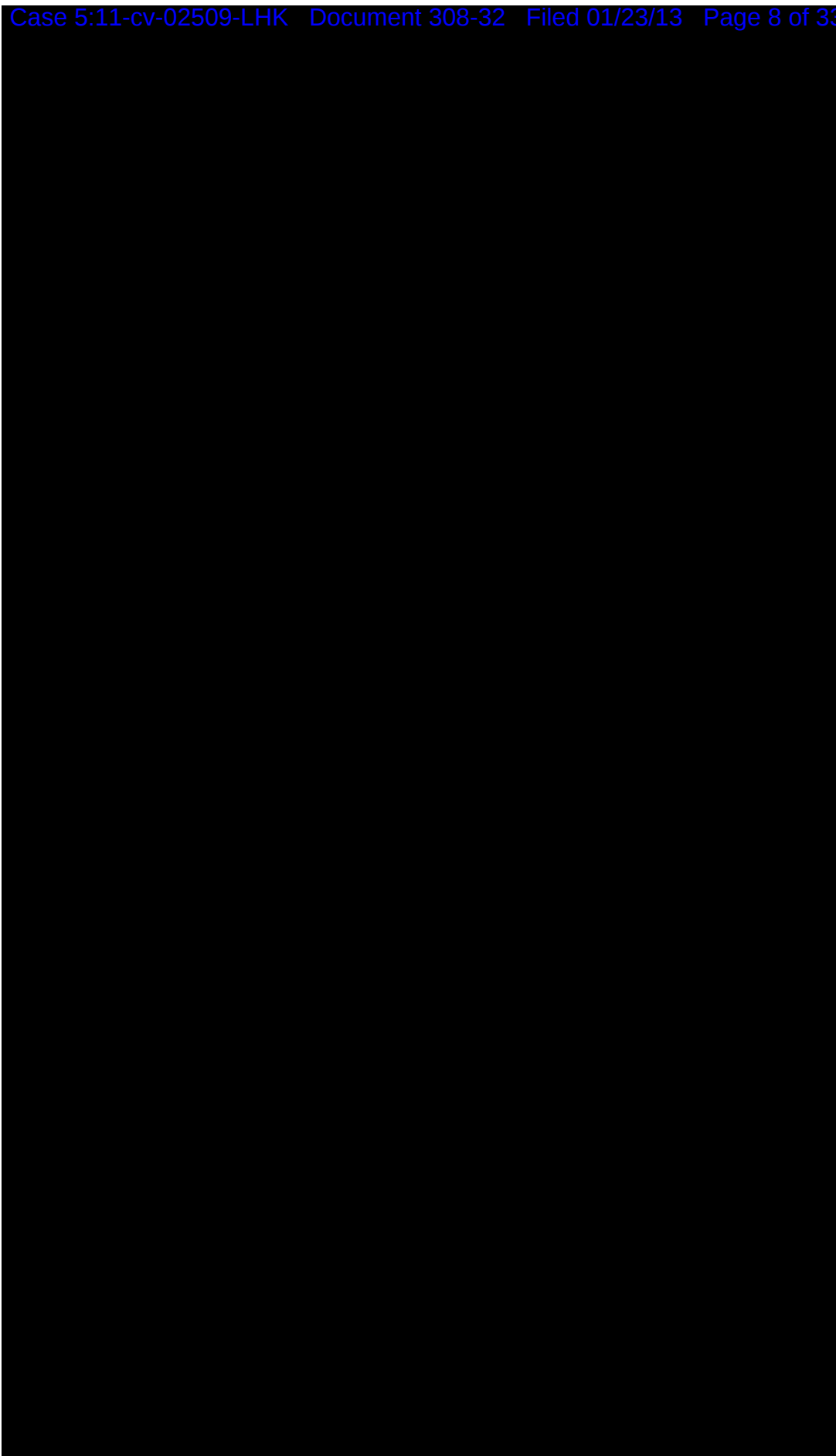
Google



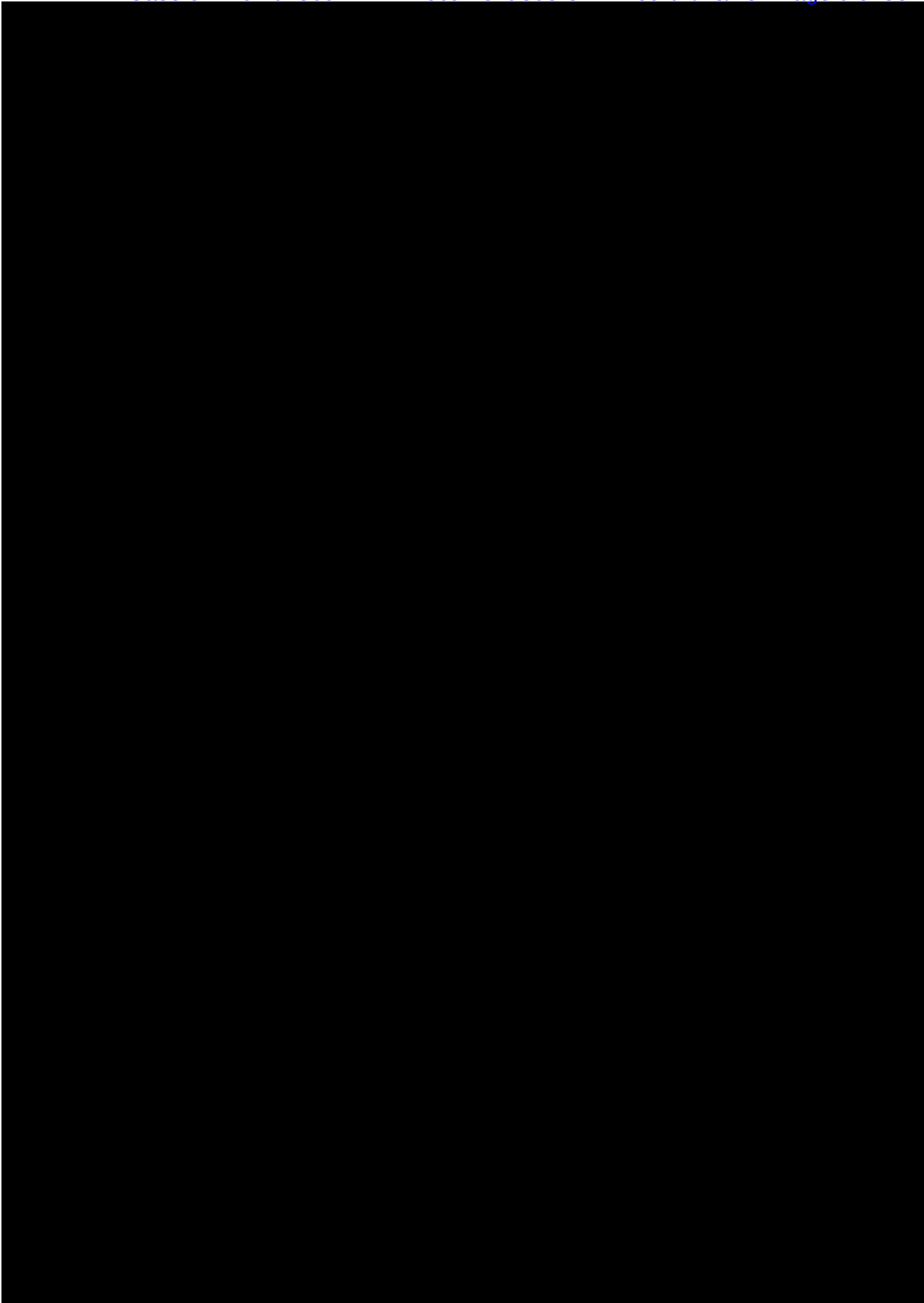


# Evolution of Google's Pay Mix

Google





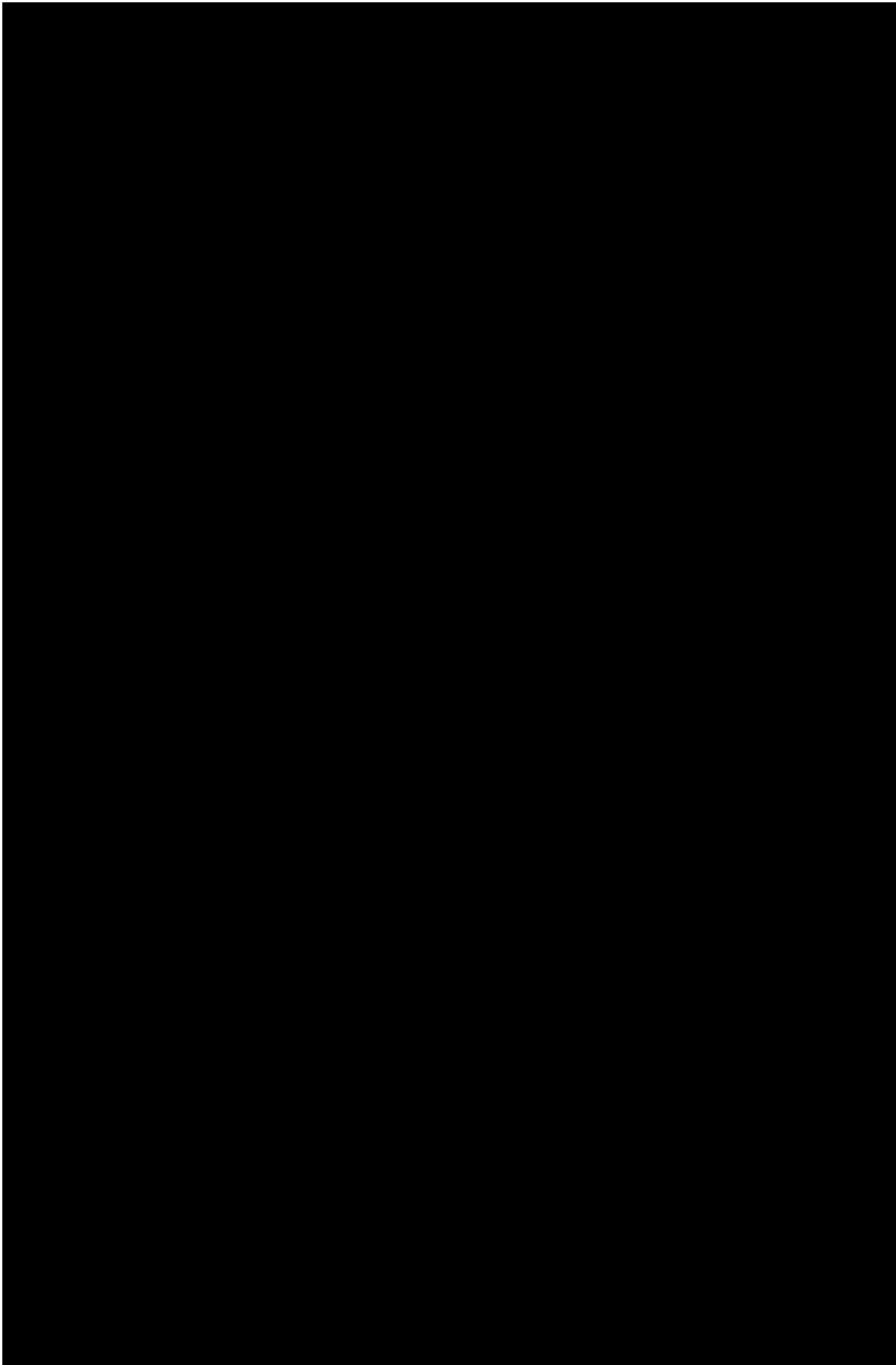


## Elements of New Hire Compensation



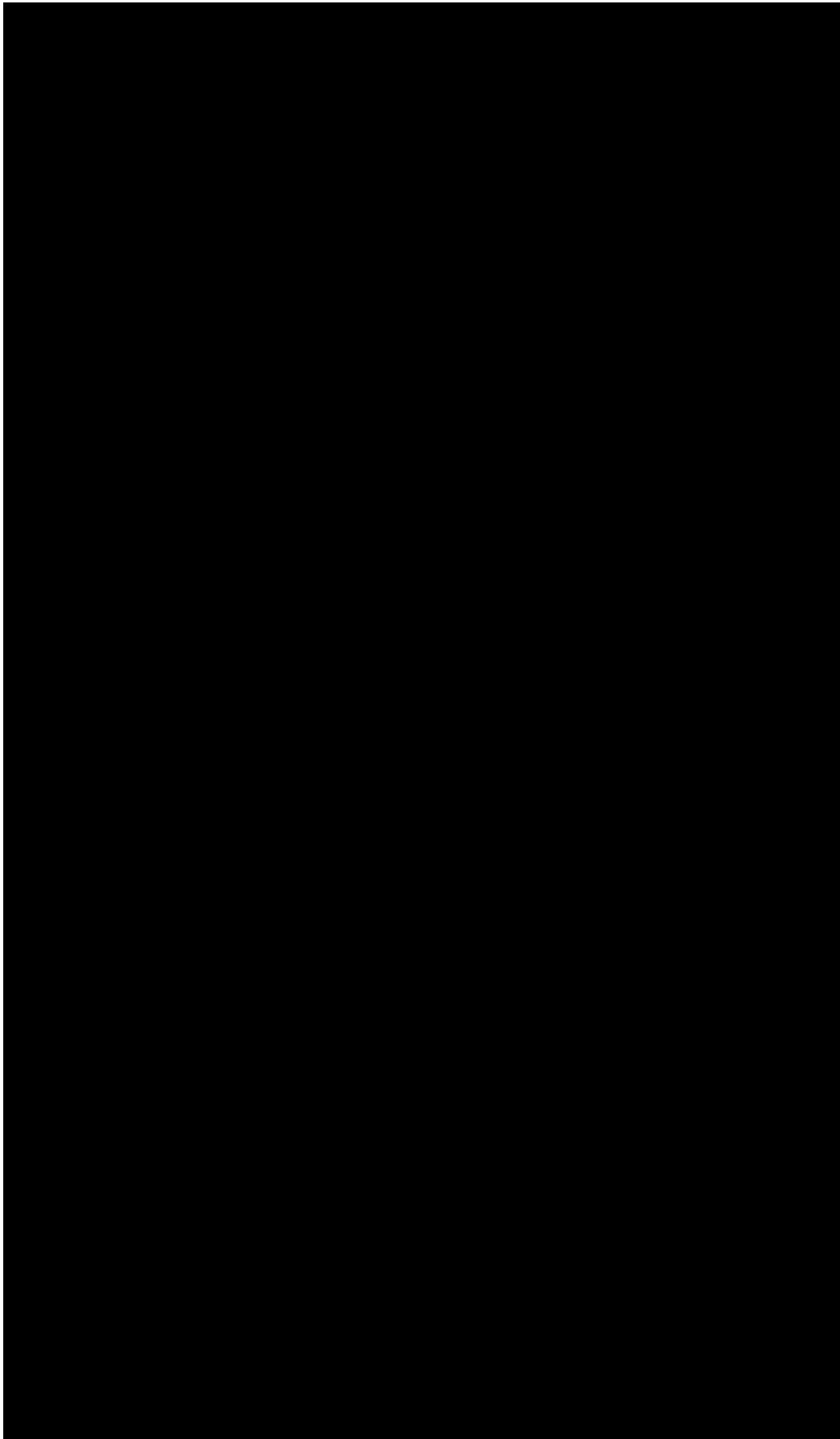
Google

Base Pay



## Company Bonus Plan

Google

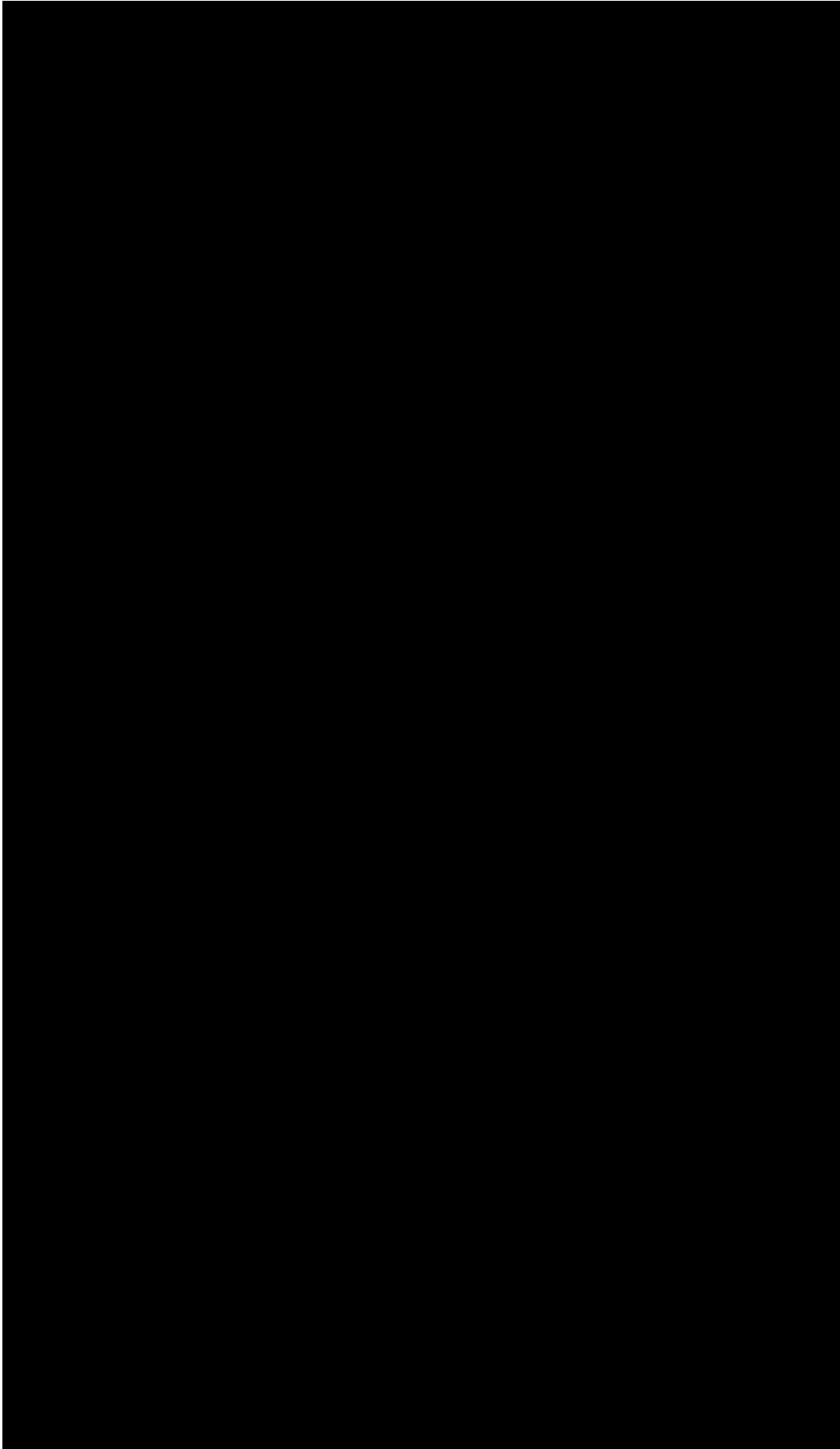


*(Percentages shown reflect percent of salary)*

Company Bonus Plan



Google



# Bonus Program Schedule and Payouts



Eligibility

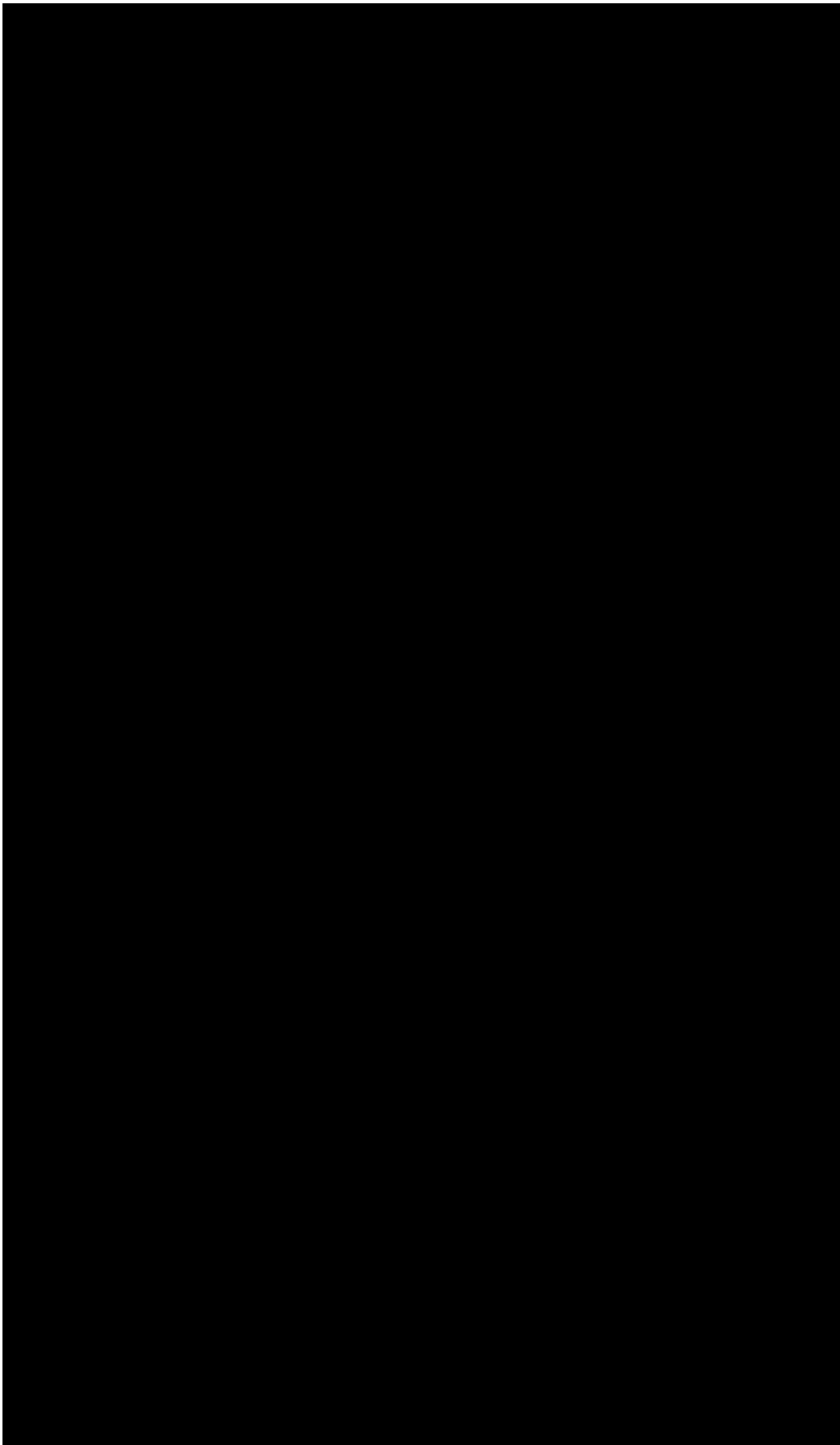
[REDACTED]

Payout

[REDACTED]

Sales Incentive Program

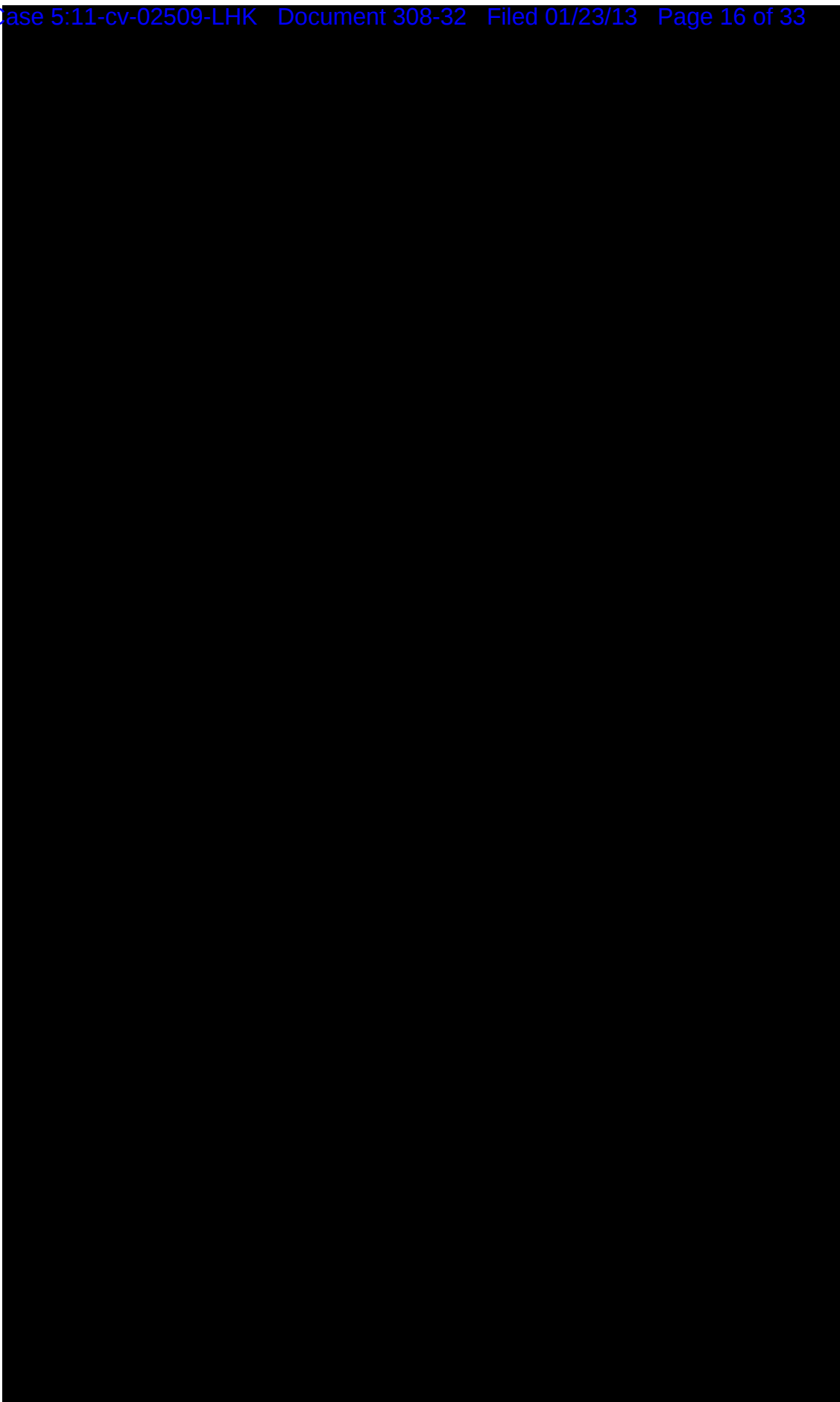
Google



*(Percentages shown reflect percent of salary)*

# Sales Incentive Program

Google





## Equity Compensation

Google

We grant equity to

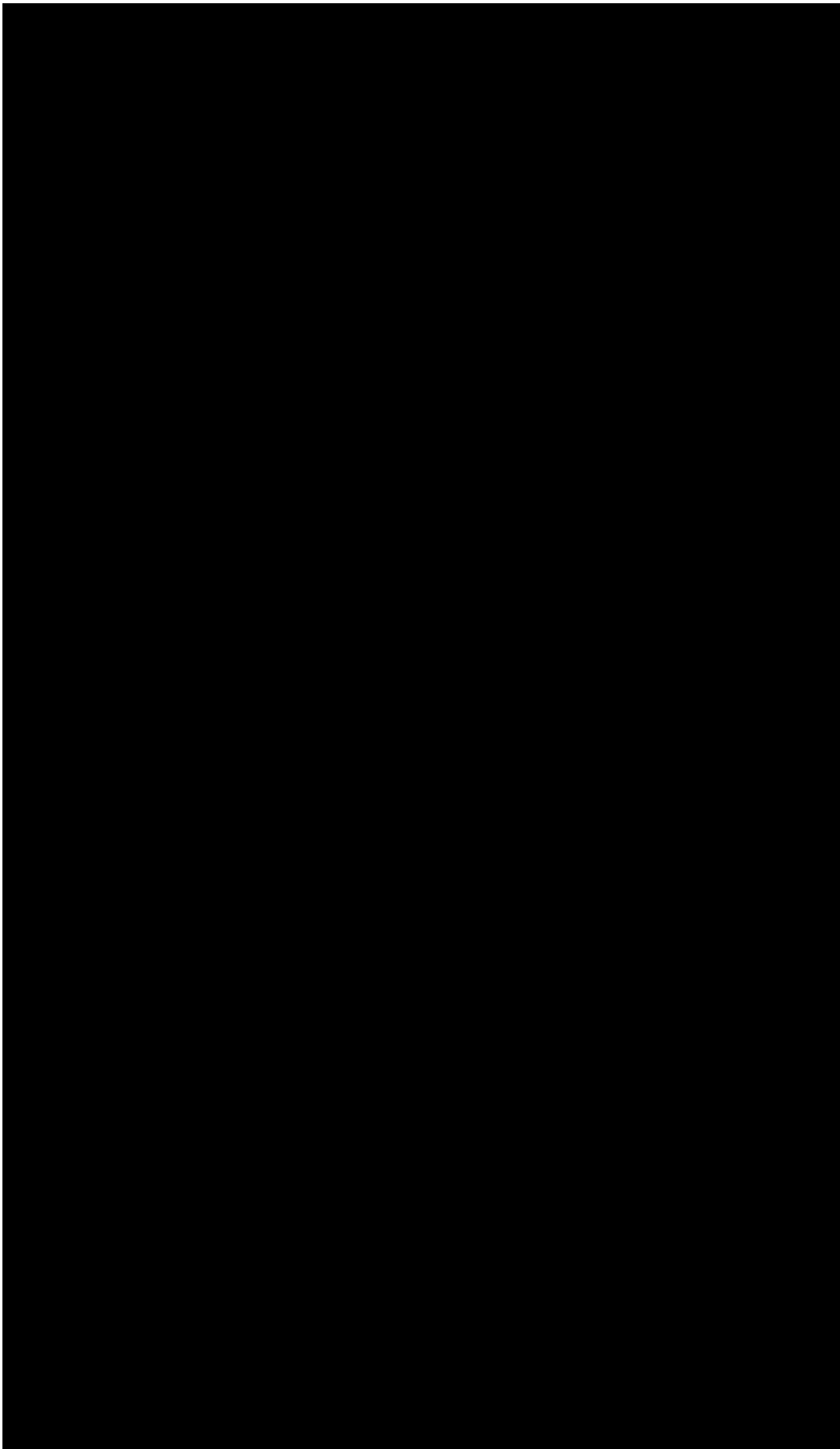
[REDACTED]

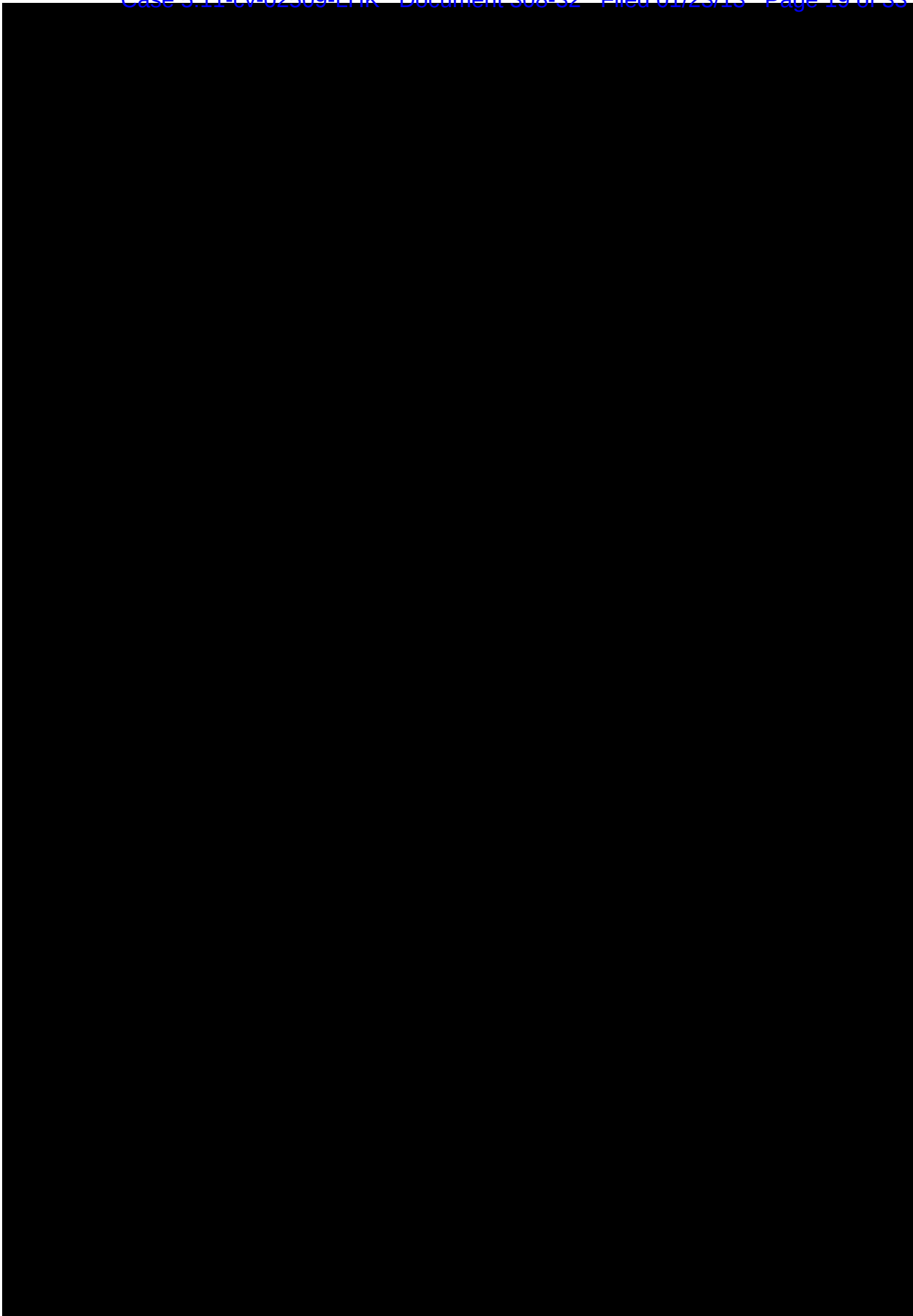
[REDACTED]

[REDACTED]

Google Stock Units (GSUs)

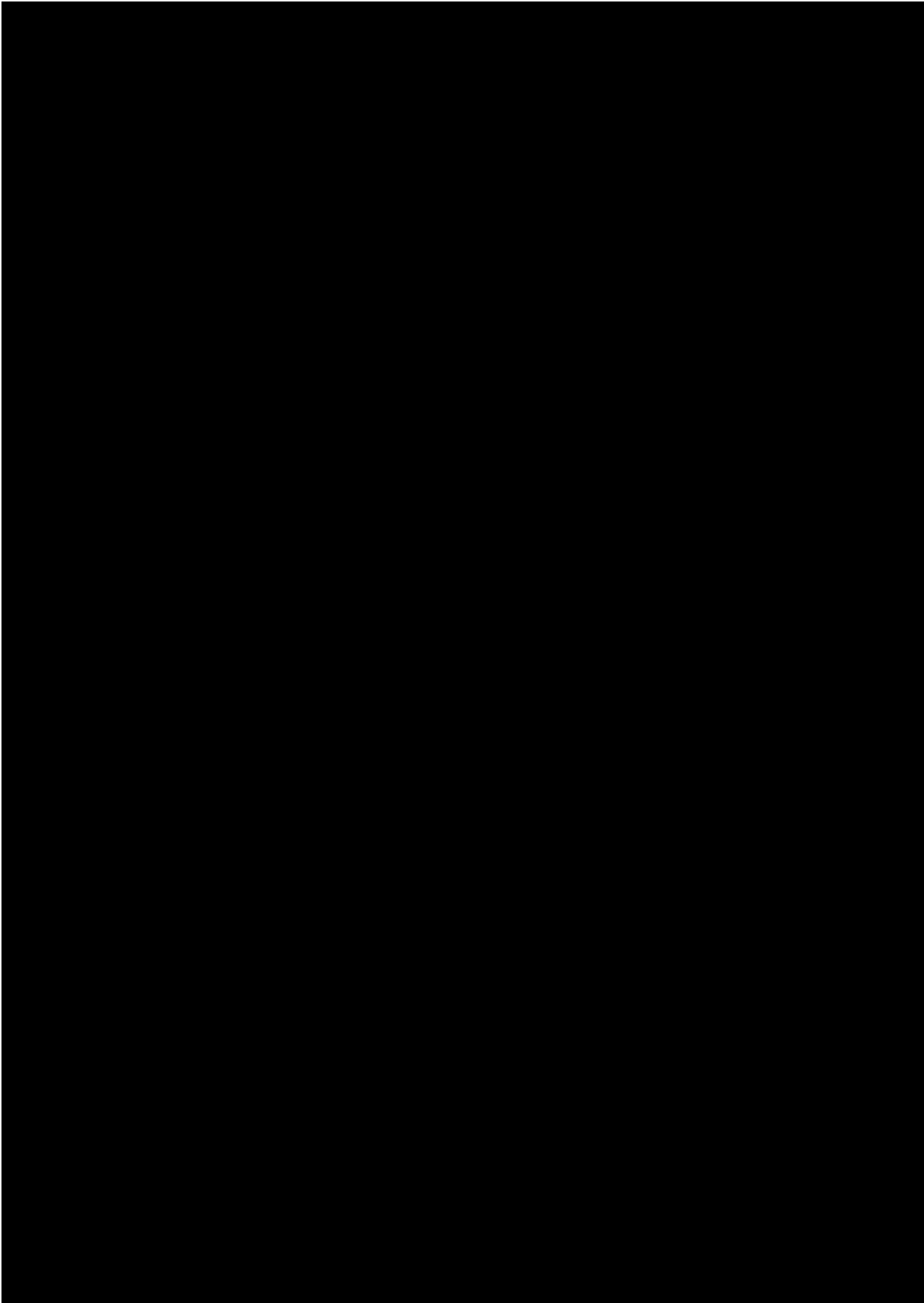
Google

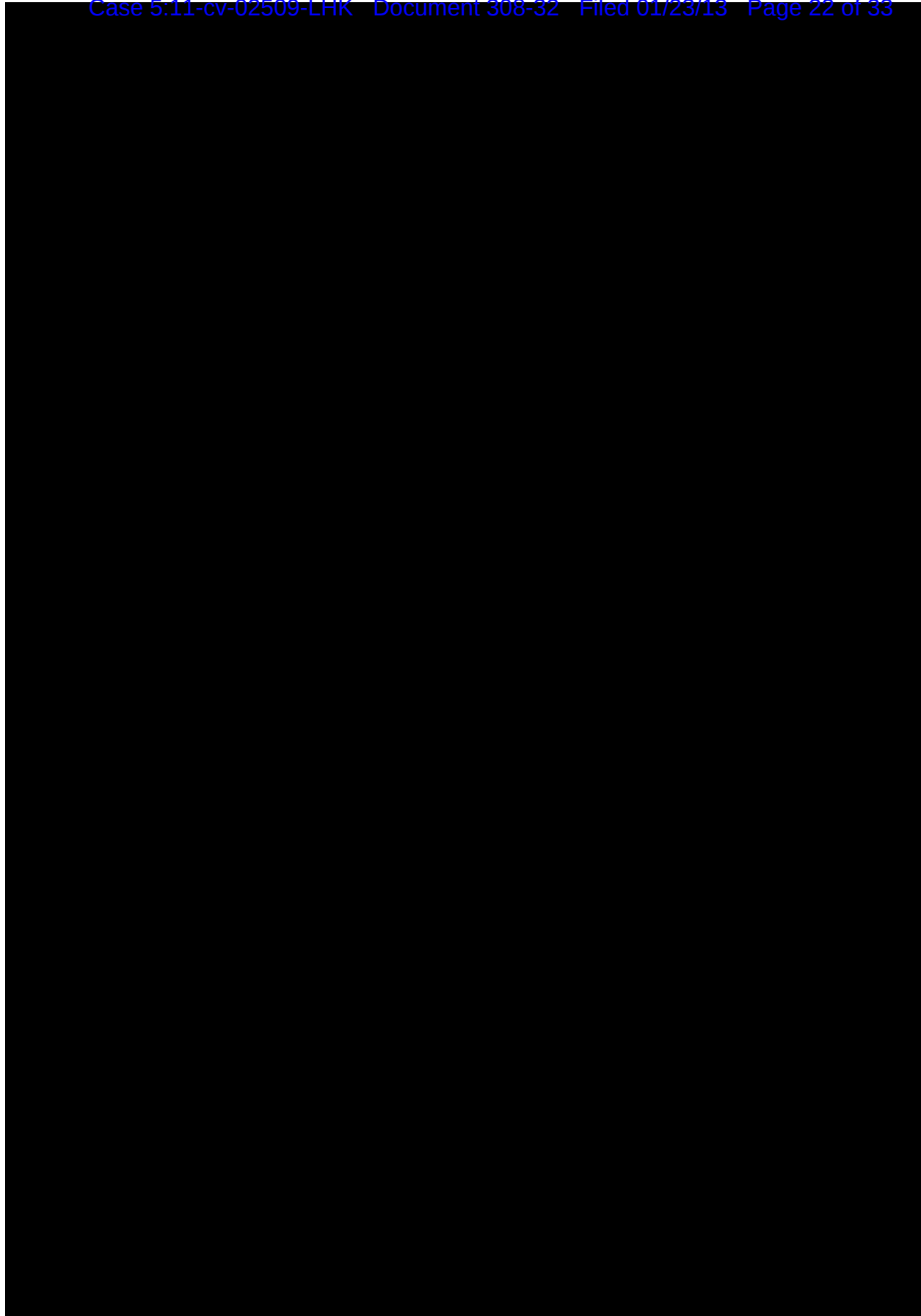


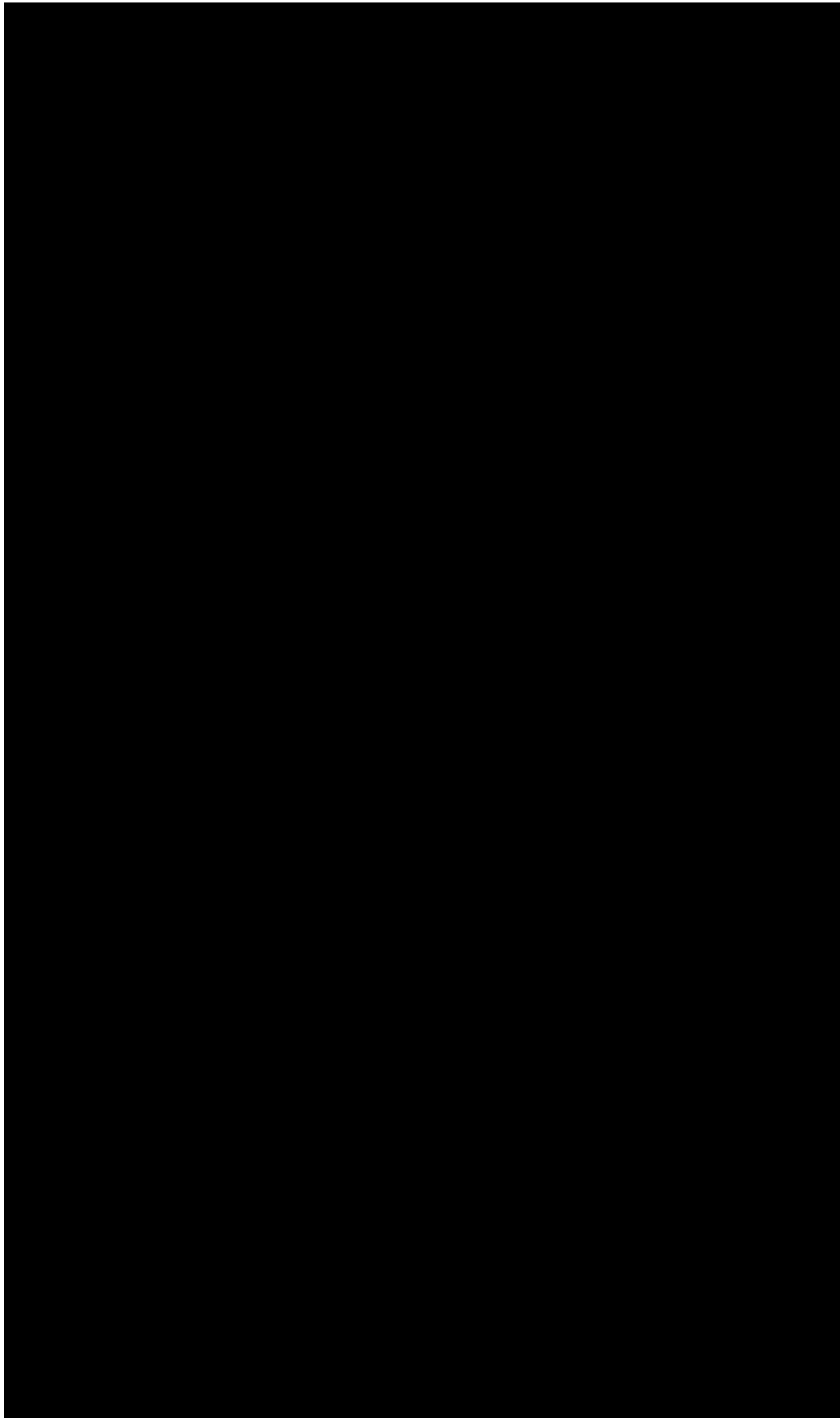




Google







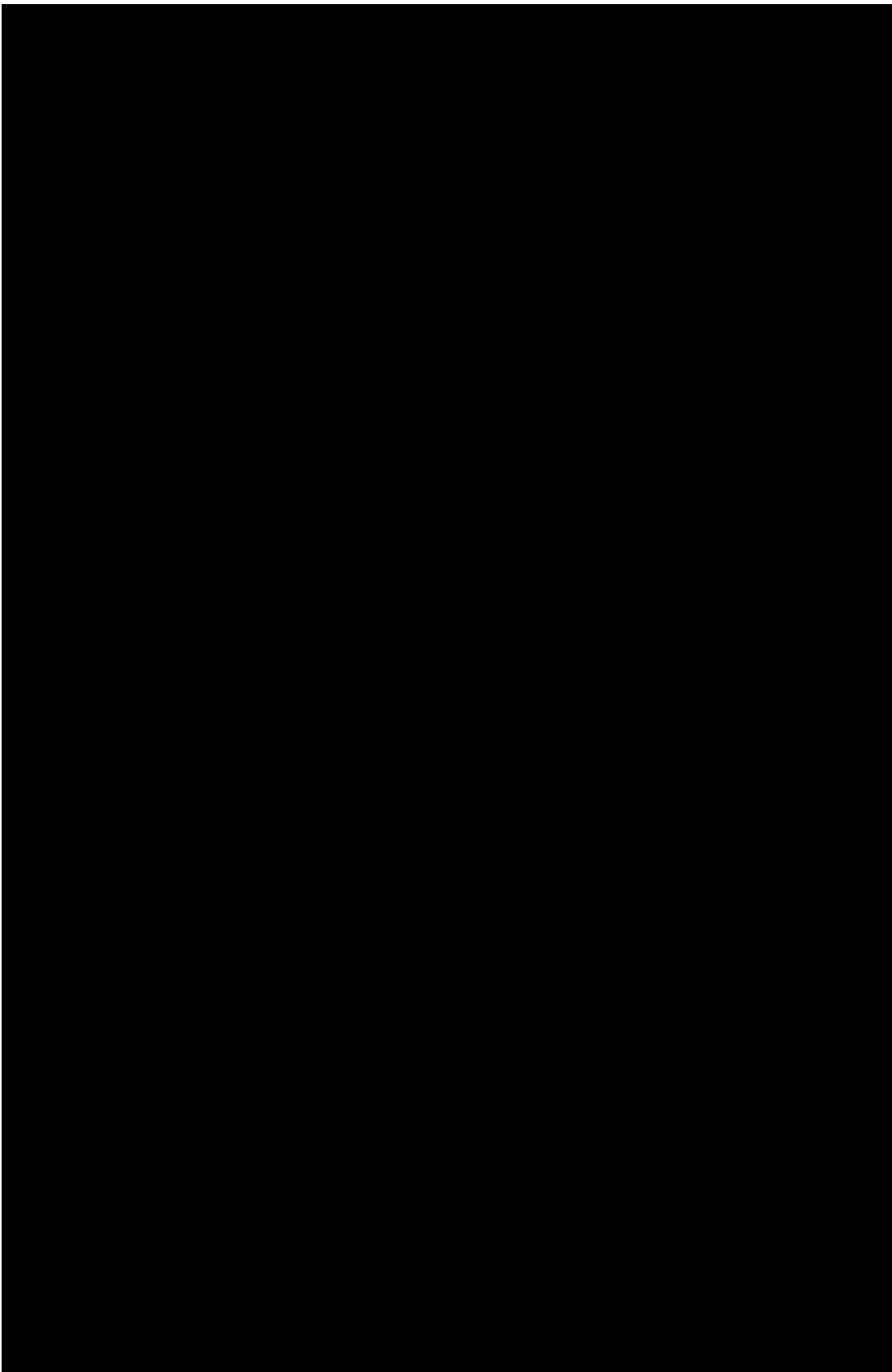
## Proposing New Hire Compensation





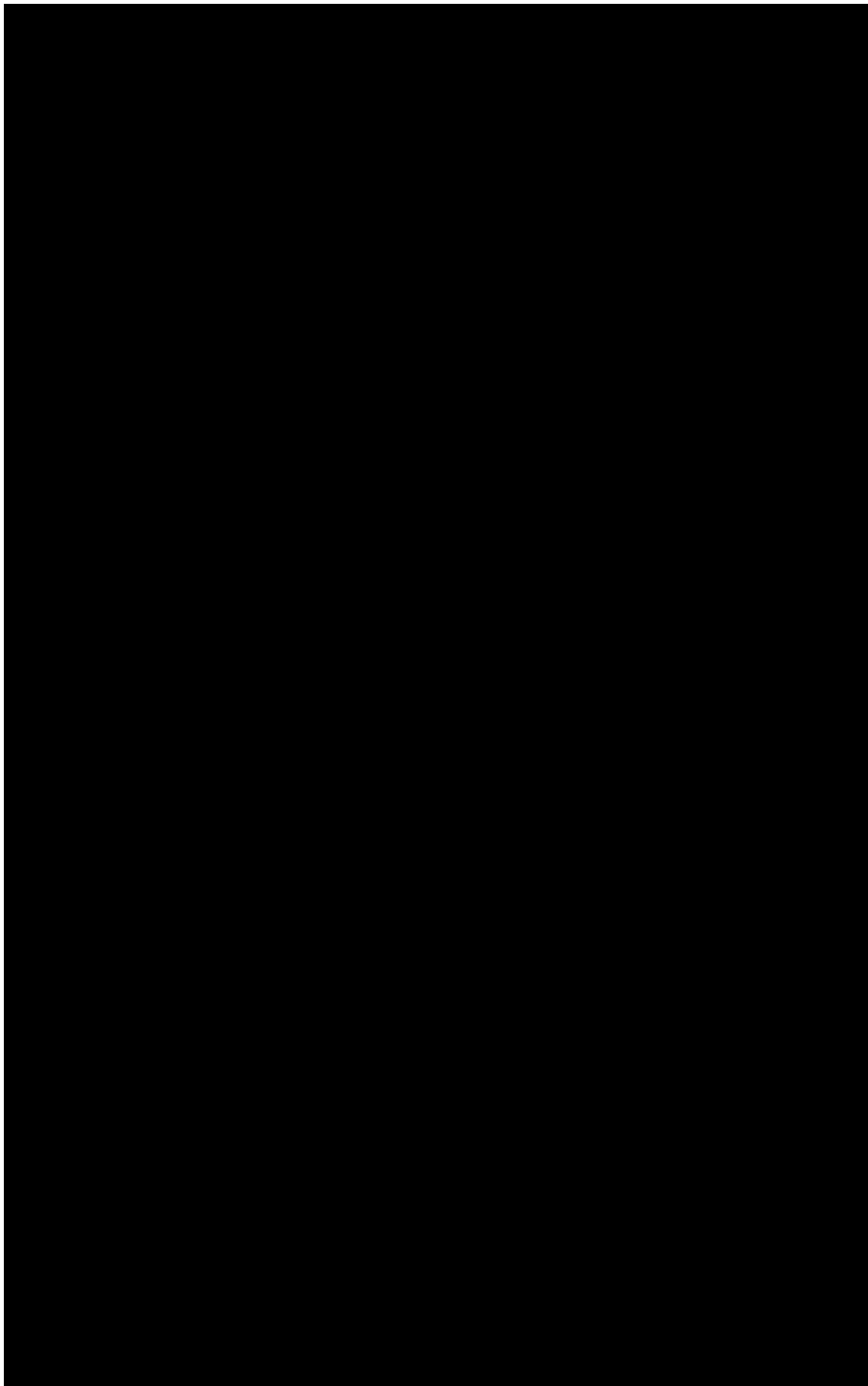
# How Comp Review Fits In

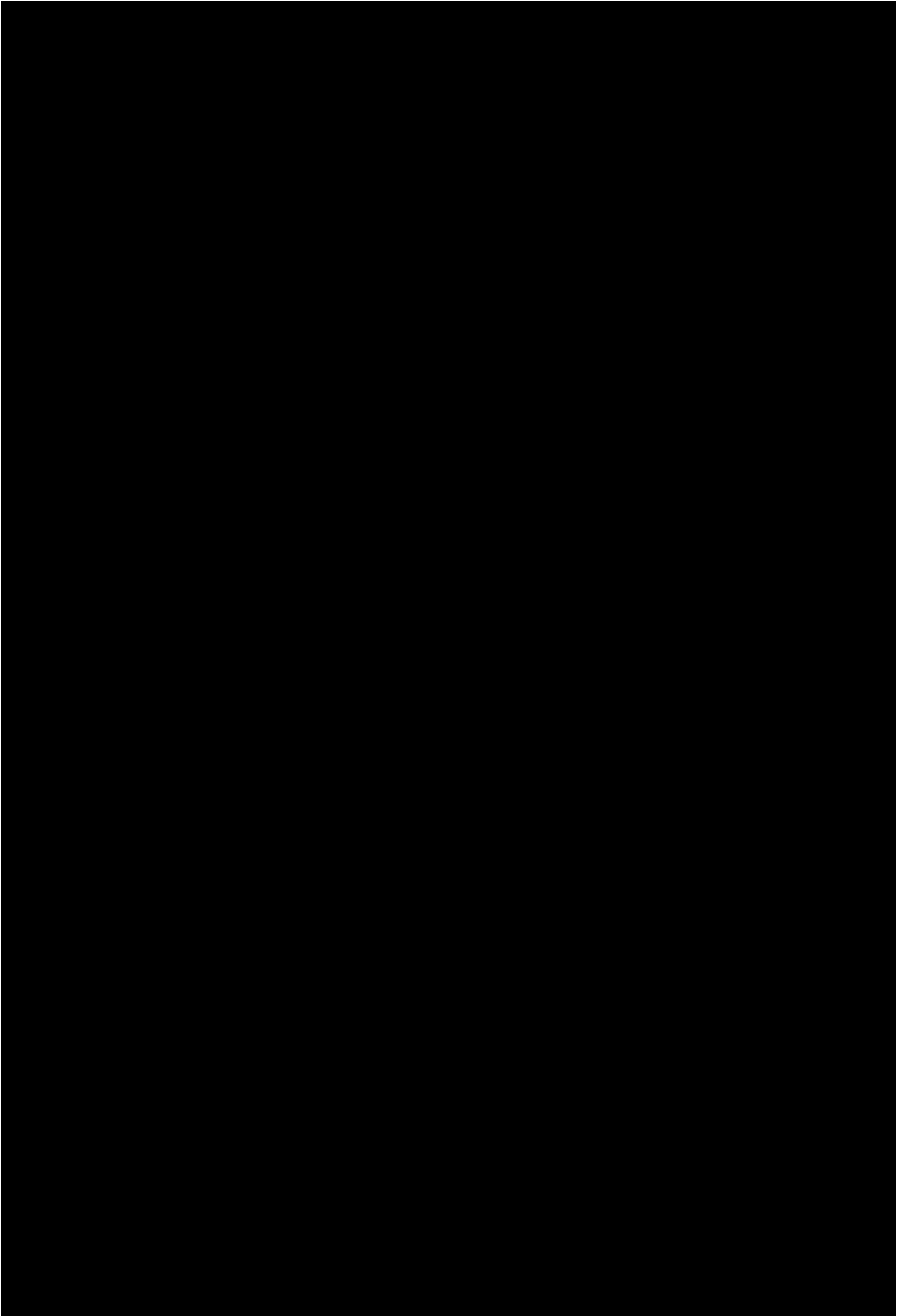
Google



# The Hiring Process

Google





# Selling Google Comp

Google Confidential and Proprietary 27

# Talking about Compensation

Google

- For HR professionals, compensation is analytical; for many candidates, it's emotional
- Many candidates are fixated on base salary, viewing this as the only compensation element indicative of responsibility level, and accordingly may use base salary to chart progress in their careers
- It's important that candidates take into account the total compensation package and are also made aware of how Google pays relative to the market

[REDACTED]

- Some candidates express risk-aversion, claiming that they can't rely on variable compensation elements

[REDACTED]

- We've found that a few candidates tend embellish their current compensation figures

[REDACTED]

# Answering Candidates' Questions

Google

- Q: "Why am I taking a cut in base pay to come to Google?"

[REDACTED]

- Q: "Why should I value the equity when the stock price keeps falling?"

[REDACTED]

- Q: "My company offers a refresher program. What does Google offer and what can I expect?"

[REDACTED]

- Q: "Why is Google's refresher in options and not GSUs?"

[REDACTED]

- Q: "I'm expecting a 4% salary increase at the end of the year. What type of increase can I expect at Google?"

[REDACTED]

## Answering Candidates' Questions (cont.)

Google

- Q: "Compared to my current company, [REDACTED]

- Q: "I feel like the only thing I can count on is base salary, [REDACTED]

- Q: "I'm working at a pre-IPO startup, [REDACTED]

- Q: "If I take this offer, I'll be relocating to an area with a higher cost of living. It looks like my offer doesn't take this into account. [REDACTED]



## Tools and Resources

Google

- Only available to Leads
- Access at [REDACTED]

- Available to Recruiters
- Access at [REDACTED]

### Lead Recruiter Section on Staffing Web Page

- Links to new hire offer ranges
- Link to [REDACTED]
- Link to equity guidelines
- Access [here](#)

### Compensation section on Recruiter Staffing Web Page

- List of active job codes
- [REDACTED]
- Internal transfer policy
- [REDACTED]
- Relocation guidelines (US)

### Compensation webpage for Employees

- Go/compensation



Q&A